

Potential Operational Key Performance Indicators (KPI's)

SME's from the State identified sets of potential Operational Key Performance Indicators (KPI's) for the activities contemplated under this RFP. Respondents are including approach to baselining and measuring improvement to support the business and technical objectives of this RFP. Respondents are expected to propose Operational measures to enable tactical, proactive management of day-to-day operations; to measure operating efficiencies; and to provide analysis of the effect of Policy Change.

Examples of operational measures and potential performance indicators include:

- Legal compliance
 - Error rates
 - Timeliness
- Benefit cost containment
 - Fraud detection and payment integrity
 - Cost avoidance
- Public acceptance
 - Transparency indicators
 - Measures of accessibility
 - Community relations & employment statistics
- Flexibility
 - Change management statistics
 - Continuous improvement
 - Evolution of KPI's
- Risk management
 - Measures of corruption / moral hazards protection
 - Education / information as part of change management

Local Office KPI's

| Activity | Current Measures |
|-----------------------|--|
| Receive Applications- | Report on Number of Apps Per Month Through AR, Number of applications Per Month pending in AR, Track how long apps pending |

KPI candidates:

- Effectiveness of process from application to self-sufficiency and wellness
- Volume of applications received
- Number of applications pending and how long
- Administrative cost to receive an application
- Ease of submitting application
- Time from initial request to completion of application

| Activity | Current Measures |
|---------------------------|--|
| Intake Interviews- | Thornton Report on MAD/MADW, Food Stamp Expedited Process Report, Pending Application Report AR and AE, ICES Case Alerts |

KPI candidates:

- Time from app-date to interview date
- Time to conduct an interview
- Percentage of interviews that have sufficient information to adjudicate
- Applications percent complete at time of interview
- Timeliness of interview
- Standard structured approach to conducting interview, state-wide

| Activity | Current Measures |
|--|--|
| Intake Eligibility Determination- Workers | Application Pending Reports, Quality Control - Food Stamp Only, Disposition Summary by Category, TANF Monthly Federal Report, portfolio of reports, Thornton Reports |

KPI Candidates:

- Number of overrides
- Accuracy of determinations
- Consistency of determinations (inter-rater reliability)
- Timeliness of determination
- Duration from receipt to determination

| Activity | Current Measures |
|---|--|
| Intake, Eligibility Determination and On-going Case Management- Management | Work Participation Rate Report, Over Due Data Exchange Alerts and Report, Over Due Application Alerts and Report, Second Party Review Report |

KPI Candidates:

- Percentage of cases 2nd party reviewed
- Maintenance of adequate staffing
- Training effectiveness, consistency, standardization
- Effective working relationships with the State

- Percentage of overrides completed
- Maintenance cost per case
- Number of auxiliary benefits issues
- Number of applications overdue
- Number of redeterminations overdue
- Accuracy and timeliness of all actions
- QC error rate
- Personnel turnover rate
- Referral rates

| Activity | Current Measures |
|---|--|
| On-going Case Management- Worker | Hearings and Appeals Outcomes Report; Redetermination Overdue Report; ICES alerts; Caseload Reports; Q/C Error Referrals; Work Participation Rate Report, Over Due Data Exchange Alerts and Report, Over Due Application Alerts and Report, Second Party Review Report |

KPI Candidates:

- Timeliness of redetermination
- Timeliness of change processing
- Timeliness and appropriateness of engagement
- Time to close a case (lifecycle of case)
- Timeliness of data exchange processing
- Percent of applicants who add and remove programs
- Percent of applicants who IMPACT into work force
- Amount and adequacy of QA activities
- Benefit accuracy
- Number of overrides
- Appropriateness and timeliness of sanctions process
- Customer service satisfaction measures (phone calls not returned, hold time measures, rudeness complaints, wait time measures)
- Cost effective benefit management of complex cases
- Availability / accessibility of case manager
- Availability of appropriate engagement sites
- Number of redeterminations and cases processed
- Volume, timeliness and accuracy of claims
- Effectiveness of benefit recovery
- Percent of cases that go to hearings and appeals
- Percentage of hearing decisions upheld

- Maintenance and availability of the case file records
- Caseload reports

Central Office Interface KPI's

| Activity | Current Measures |
|-----------------------------------|--|
| Consolidated Training Unit | Number of sessions, completed training |

KPI Candidates:

- Worker certification programs and rates
- Number of sessions
- Complete training
- Appropriateness and effectiveness of training
- Timeliness of training
- Measures of competency achievement
- Frequency of training
- Correlation between training and actual case adjudication error rates and accuracy

| Activity | Current Measures |
|---|---|
| Cash Assistance to Needy Families- | Federal reports, Federal penalties &/or bonuses |

KPI Candidates:

- TANF error rates when applicable
- Adherence to policy
- Penalties and bonuses
- Timeliness to provide cash assistance
- Timeliness of application processing for TANF
- Accurate and complete collection of absent parent data, including court order information
- Average cash benefit per client
- Average time client receives cash assistance
- Percent of cash assistance clients put into work
- Appropriate referrals for Child Care assistance
- Appropriate referrals for IMPACT

| Activity | Current Measures |
|--|--|
| Employment Training & Job Placement (IMPACT)- | Federal reports, worker participation rates, job placements, IMPACT vendor contracts (SLA's) |

KPI Candidates:

- Percent of cash assistance clients put into work
- Work program enrollment retention (e.g. at 30, 90, 190 days)
- Average wage
- Fringe benefits received
- Rate of recidivism
- Engagement of client in accountable activities to optimize work participation rate
- IMPACT vendor contract payment audits
- IMPACT vendor cost per placement (CWEP vs. private sector)
- ABAWD (Able Bodied Adults Without Dependents) benefit qualification compliance measures
- Time to self sufficiency
- Caseload integrity measures
 - Placements
 - Grant payments
 - Drop-off rates
 - Enrollment
- Job category measures
- Number of referrals to Child Care services
- Child Care and Supportive Services payments
- Quality and Effectiveness of Assessment and Self Sufficiency planning
- Client contact rates
- Client contact structured, standardized and effective
- Number of jobs developed (including CWEP – Community Work Experience Program)
- Exempted case count & review rates
- Work qualifications assessment and placement
- Effectiveness of reclassifications
- Referral rates
- Sanction statistics
 - Hours of good cause
- Attendance statistics
- Field audit performance statistics

| Activity | Current Measures |
|---|---|
| CCDF- Child Care Development Fund- | Waiting lists, Federal reports, Federal penalties &/or bonuses, AIS reports |

KPI Candidates

- Accuracy and timeliness of eligibility determination
- Waiting list statistics
- Rate of referrals to licensed and approved day care providers
- Child care expenditures
- Rate of notifications of change in participation
- Timeliness to add or remove CCDF clients

| Activity | Current Measures |
|---------------------------|---|
| Food Stamp Program | Federal reports, Federal penalties &/or bonuses, Error rate (positive, negative), application processing timeline, participation rate, management evaluations |

KPI Candidates:

- Management reporting
- Accuracy & timeliness of ICES data entry
- Accuracy & timeliness of statistical reporting

| Activity | Current Measures |
|------------------------------|--|
| Medicaid Eligibility- | Program Integrity / QC report on MA eligibility, Thornton MAD report, Federal reports, monthly caseload reports, AIM & Med-Insight reports |

KPI Candidates:

- Management reporting
- Accuracy & timeliness of ICES data entry
- Accuracy & timeliness of statistical reporting

| Activity | Current Measures |
|---|--|
| Program Integrity / Quality Control- | Food Stamp Federal sub-sample Review, Federal State Agency Operations Review (SAOR), sanctions & rewards, ad-hoc reports |

KPI Candidates:

- Audit compliance measures

Central Office Administrative Support KPI's

| Activity | Current Measures |
|---|---|
| Contract Monitoring, Management & Auditing | Budgets (prime & sub), incentives, penalties/liquidated damages terms, timeliness to approval |

KPI Candidates:

- Timeliness to execute a contract
- Effectiveness of SLA's
- Adherence to SLA's
- Budget to Actual measures
- Procurement compliance measures
- Payment measures (accuracy, timeliness)
- Subcontract compliance measures
- Audit execution and outcome statistics

| Activity | Current Measures |
|----------------------------|-------------------------|
| Budget and Finance- | |

KPI Candidates:

- PCAP reimbursements
- Payment intercept statistics
- Operations to budget statistics
- ROI measures
- Burial assistance statistics

| Activity | Current Measures |
|-----------------|-------------------------|
|-----------------|-------------------------|

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|--------------------------------|---|
| Human Resource Support- | Turnover/attrition rates, employee satisfaction, Span of Control measures; Workload Weight report; salary reports; job descriptions |
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KPI Candidates

- Turnover statistics
- Span of Control compliance measures
- Transition effectiveness measures

| | |
|-----------------------|-------------------------|
| Activity | Current Measures |
| Legal Support- | Estate recoveries |

KPI Candidates

- Estate recovery measures
- Recoveries and challenges upheld

| | |
|--------------------------------|-------------------------|
| Activity | Current Measures |
| Information Technology- | |

KPI Candidates

- Introduction of productivity improvement aids
- Productivity measures
- State standard compliance measures
- Transferability of Vendor introduced solutions
- Effective support in enhancing State IT initiatives
- Low cost ad-hoc reporting